

**COUNTY OF LOS ANGELES**  
**DEPARTMENT OF HUMAN RESOURCES**  
**POLICIES, PROCEDURES,**  
**AND GUIDELINES**



**NO. 1030**

**DATE: July 25, 1997\***

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

The Workforce Reduction Management Guidelines have been developed to facilitate consistent application of the Civil Service Rules and related procedures when it becomes necessary to achieve budget and service reductions in a County department by the use of workforce reductions.

As changes or updates are required, they will be issued by page replacements rather than reissuing the complete document.

Please direct any questions relating to Workforce Reduction to Sandra K. Taylor, Human Resources Manager, at (213) 974-2616 or Steve Masterson, Principal Analyst, at (213) 974-2461.

**\*Contact names and phone numbers on this page updated on 6/20/02.**

Michael J. Henry  
Department of Human Resources Approval

**COUNTY OF LOS ANGELES  
DEPARTMENT OF HUMAN RESOURCES**



**WORKFORCE REDUCTION  
MANAGEMENT GUIDELINES**

**JULY 1997**

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**I.**

# **OBJECTIVES**

**II.**

# **GOALS**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

## **MANAGING REDUCTION IN THE WORKFORCE PROGRAM**

### **I. OBJECTIVES**

- A. To provide for the efficient reduction in the workforce in accordance with applicable Civil Service Rules when necessary to achieve targeted budget and service cuts.
- B. To provide for minimum disruption in service and equitable treatment of employees affected by reductions or layoffs.

### **II. GOALS**

#### **A. County Departments**

- 1. Attain the targeted budget curtailments as approved by the Board.
- 2. Meet departmental objectives and maintain essential programs and services within the budget allowed.
- 3. Achieve the targeted budget with minimum layoffs and reductions, and the least disruption of organizational activities and morale.
- 4. Retain key employees needed to ensure the continued effective and efficient functions of the organization.
- 5. Develop and submit Workforce Reduction Plans to the Department of Human Resources in a timely manner to minimize the likelihood of errors in the review process and to ensure plan approvals meet established deadlines.

#### **B. Department of Human Resources**

- 1. Ensure department Workforce Reduction Plans are consistent with Board policy, Civil Service Rules, County Code and Personnel policies.
- 2. Review department Workforce Reduction Plans in a timely manner to minimize errors in developing and processing department layoffs and reductions and to facilitate meeting established deadlines.

3. Provide information regarding layoff and reemployment procedures, and other related information to the department for dissemination to laid off, released, or reduced employees.
4. Review department reemployment lists with the names of employees laid off or reduced to ensure they are properly arranged in order of their right to reemployment in accordance with the Civil Service Rules.
5. Ensure adherence to the reemployment provisions of the Civil Service Rules by monitoring department appointments to vacant positions and where necessary take corrective action.

### **III.**

## **APPLICABLE CIVIL SERVICE RULES AND SALARY ORDINANCE PROVISIONS**

### III. APPLICABLE CIVIL SERVICE RULES AND SALARY ORDINANCE PROVISIONS

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3. Rule 19.03 Order of Layoff
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8. Rule 19.08 Reemployment List
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## **IV.**

# **SUMMARY OF APPLICABLE CIVIL SERVICE RULES AND SALARY ORDINANCE PROVISIONS**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

IV. **SUMMARY OF CIVIL SERVICE RULES AND SALARY ORDINANCE PROVISIONS APPLICABLE TO LAYOFFS, REDUCTIONS AND REEMPLOYMENT**

**Introduction**

As an aid to departments, summarized below are the more significant elements of Civil Service Rule 19, pertaining to layoffs, reductions and reemployment. However, to ensure they are correctly administered; departmental staff should read and be knowledgeable concerning the full text of the Civil Service Rules summarized.

A. **Layoffs (Rule 19.01)**

The appointing power may layoff or reduce employees for:

1. Reasons of economy or lack of work; or
2. Where there are more employees than positions (budgeted and funded) in any class within the department.

B. **Order of Layoffs by Employment Status (Rule 19.02 and 19.03); and ties in Performance Rating and Seniority (Rule 19.04)**

1. Layoffs and reductions shall be made by class and by department. Except that in the Department of Health Services, managers and nonrepresented supervisors may be laid off or reduced within a unit, rather than by department, with prior approval of the Director of Personnel and at least 30 days notice.
2. In each class of position in which there is to be a layoff or reduction, employees shall be laid off or reduced in accordance with their employment status in the following order:
  - a. Temporary
  - b. Recurrent
  - c. Probationary
  - d. Permanent (Improvement Needed)\*
  - e. Permanent (All Others)

\*Rule 19.03 provides that all permanent employees having an "Improvement Needed" performance evaluation on record for at least 30 days shall be laid off before other permanent employees in the class (excluding employees on MAP).

3. All Represented Employees and Nonrepresented Nonsupervisory Employees - (Excluding MAP) - For all employees represented by a bargaining unit and nonrepresented nonsupervisory employees, layoffs or reductions shall be on the basis of inverse order of seniority/continuous service in the County (CSR 19.03-A).

- a. In the case of a tie affecting two or more persons in the same category or who have the same seniority in County service, the person with the least seniority in grade shall be laid off or reduced first.
- b. If a tie still exists for persons in the same category and the persons were appointed from the same eligible list to the class from which the layoff is to be made, the person whose name was in the lower group on the said eligible list shall be laid off first.

**Note:** If a tie still exists for persons in the same category (after "b" above), the order of layoff shall be determined by a method of random selection deemed appropriate by the Director of Personnel.

4. Nonrepresented Supervisors and Managers - (Excluding MAP) - For employees in supervisory and all managerial classes (except managerial classes in the Sheriff) not represented by a bargaining unit, layoffs or reductions shall be on the basis of inverse order of seniority in grade (CSR 19.03-B).

- a. In the case of a tie affecting two or more persons in the same category who have the same seniority in grade, layoffs will be made according to performance ratings beginning with ratings of Competent, Very Good or Outstanding.
- b. If a tie still exists for persons in the same category, the persons with the least County seniority will be laid off or reduced first.

**Note:** If a tie still exists for persons in the same category (after "b" above), the order of layoff shall be determined by a method of random selection deemed appropriate by the Director of Personnel.

5. Managers of the Sheriff - (Excluding MAP) - Employees in managerial classes in the Sheriff shall be laid off or reduced on the basis of inverse order of seniority in the class (CSR 19.03-C).

6. MAP Participants - Management Appraisal and Performance Plan participants shall be laid off or reduced by department on the basis of the participant's class and last performance rating (CSR 19.03-D) beginning with the following:

- Unsatisfactory Performance
- Needs Improvement
- Merit Performance
- Exceptional Performance

- a. In the case of a tie affecting two or more persons in the same rating category, the basis of layoff or reduction shall be according to seniority in the range.
- b. If the tie continues, the order of layoff or reduction shall be at the discretion of the appointing power.

7. MAP Participants - Performance Rating Transition - The last performance rating used under Civil Rule 20.04 or Rule 20.11 (PBP) shall be used for all purposes on or after January 1, 1997 and continue until a new performance rating is given under MAP.

Treat performance ratings under Rule 20.04 and Rule 20.11 as if they are the same as management appraisal and performance plan ratings as follows:

a. Rule 20.04

MAP

Outstanding	=	Exceptional Performance
Very Good	=	Merit Performance
Competent	=	Merit Performance
Improvement Needed	=	Needs Improvement
Unsatisfactory	=	Unsatisfactory Performance

b. Rule 20.11 (PBP)

Far Exceeds Expectations	=	Exceptional Performance
Exceeds Expectations	=	Merit Performance
Fully Meets Expectations	=	Merit Performance
Marginally Meets Expectations	=	Needs Improvement
Does Not Meet Expectations	=	Unsatisfactory Performance

**C. Exception to the Order of Layoff or Reduction (Rule 19.05)**

1. Exceptions to the order of layoff or reduction are permitted when such exceptions are in the best interest of the service and the Director of Personnel concurs.

Examples of best interest are:

- a. Retention of special qualifications possessed only by the employee(s) retained are important to performance of the department's work.
  - b. Loss of the employee's skills on a particular assignment would adversely affect public welfare.
  - c. Retention of an employee with distinctly superior documented work performance. Distinctly superior documented performance means a current performance evaluation of "Outstanding" on record for at least 30 days.
2. Classes of the same grade may be combined into a single group for the purpose of layoff or reduction when it is in the best interest of the service and the Director of Personnel concurs. "Grade" means one standardized salary schedule in the step pay plan or one salary range in the MAP pay plan.

**D. Reductions (Rule 19.06)**

1. If the appointing power (Department Head) deems it in the best interest of the service (Except as provided in Rule 19.07), employees may be reduced to lower level positions provided the employees have demonstrated that they possess the skills and aptitudes required in the positions to which they are reduced, thereby causing layoffs only in the lower ranks.

**Note:** When using Rule 19.06 it must be applied to all employees identified for layoff or reduction in the class.

2. Any employee reduced in accordance with Civil Service Rule 19.06 or 19.07 shall not be subject to layoff or further reduction in lieu of layoff from a nonrepresented class to which he/she has been reduced; except when the number of employees being reduced exceeds the number of positions in that class in the department. The right to protection from layoff or further reduction is afforded as follows:

- a. Employees who at any time have been or are being reduced in lieu of layoff from a higher grade position have precedence over those reduced from a lower grade position.
  - b. Among employees reduced in lieu of layoff from positions of the same grade, precedence is determined on the basis of seniority in that grade.
3. Any employee in a represented class reduced in accordance with Rule 19.06 or 19.07 continues to be subject to layoff or further reduction on the basis of inverse order of seniority in County service as specified in Rules 19.03 and 19.04 provided the employee is reduced to another represented class.

**E. Voluntary Reductions in Lieu of Layoff (Rule 19.07)**

1. An employee who anticipates being laid off or reduced or who is so laid off or reduced may, within 15 days of such notice, request a reduction in grade and restoration to his last prior lower-grade/pay position held on a permanent basis which means that the employee has successfully completed a probationary period for that class (Rule 2.40). The appointing power must make such restoration causing layoffs or reductions only in the lower ranks.
2. Any employee with restoration rights to a class eliminated through the classification/budgetary process can request restoration to the most similar lower level position in the department.
3. Employees who cannot be reduced to the position to which they have restoration rights, due to the number of requests and too few positions, have the right to be reduced to the position next previously held on a permanent basis and so on to the lowest-level position previously held.
4. An employee who requests voluntary reduction in accordance with Rule 18.08, rather than cause a less senior employee to be laid off or reduced, is entitled to have his/her name placed on a reemployment list in accordance with Rule 19.08, if the request for voluntary demotion is approved by the appointing power and the Director of Personnel.

**F. Reemployment List (Rule 19.08)**

1. The names of persons laid off or reduced in accordance with the Civil Service Rules will be entered on the reemployment list except the following will be omitted:
  - a. MAP participants with current performance ratings of "Unsatisfactory" or "Needs Improvement."
  - b. All other employees with current performance ratings of "Unsatisfactory."
  - c. Persons who have refused the offer of a position which is paid less than 25% below the position from which the employee was laid off or reduced.
2. Lists from different departments or lists prepared at different times for the same class shall be combined into a single list.
3. Departments must maintain their own departmental list for ready use before making use of the Countywide reemployment list.
4. No appointments may be made from an eligible list of the same or lower class until the reemployment list is exhausted.
  - a. When a vacancy occurs, the department must appoint the person highest on the reemployment list who is available and who was laid off or reduced from the department.
  - b. The department shall appoint anyone named on the reemployment list, if no person on the list was laid off or reduced from the department.

**Note:** Departments are urged to appoint the person highest (more senior) on the Countywide reemployment list from other departments, unless there is a compelling reason not to appoint them.

  - c. If only one person remains on the reemployment list, the department with the vacant position must appoint that person regardless of which department laid off the person.
5. The Director of Personnel may approve a selective certification for a particular qualification from a reemployment list, where the duties of the position to be filled requires such qualification.



6. The department, with the concurrence of the Director of Personnel, may bypass an eligible person's name on the reemployment list (without removing the name from the list) when such eligible:

- a. Expresses an unwillingness or inability to accept appointment; or
- b. Fails to respond within five business days of the postmark of the mailing of written inquiry regarding his/her availability for appointment; or
- c. Fails to present himself/herself for duty at the time agreed after having accepted an appointment.

**G. Names Dropped from Reemployment List (Rule 19.09)**

Names of persons laid off or reduced shall continue on the reemployment list until appointed to a permanent position of the same level as that from which laid off or reduced or for a period of one year from date of layoff or reduction, which ever comes first. The names of persons reemployed in a lower class or on a temporary basis shall be continued on the list for the higher permanent position for the one year.

**H. Restoration of Names to the Reemployment List (Rule 19.10)**

The Director of Personnel may restore a person's name to the reemployment list, if the person had been appointed to a permanent position from a reemployment list and is subsequently separated from County service without delinquency or fault. However, the person's name may not be carried on the reemployment list beyond one year from the date of original separation.

**I. Salary Step Placement Excluding MAP (Salary Ordinance Sections 6.08.130/6.08.135)**

- 1. When a person is appointed from a reemployment list he/she shall receive the salary step rate designated by the department head, except that:
  - a. The person shall not receive a step rate higher than the step rate received immediately prior to the separation if reinstated to his/her former position (Listed on the reemployment list).
  - b. An employee shall lose his/her automatic step pay advance if the employee's anniversary date occurs while the employee is laid off. When reemployed the employee is placed on the step he/she held at the time laid off.

c. If appointed to a different position than the person held prior to separation he/she shall not receive a step rate greater than either of the following:

- The top step-rate of the position to which appointed/reemployed;
- The step rate of the reemployment position to which he would be entitled based on his length of prior service in that position and any closely related, equal, or higher-level position. The Director of Personnel shall determine if positions are closely related, equal, or higher-level positions as used in this section.

2. When an employee's compensation is determined pursuant to this section, the employee shall continue to have the same anniversary date held prior to layoff.

**J. MAP Salary Placement (Salary Ordinance Section 6.08.350/6.08.355)**

1. Any person reduced to a job class not compensated pursuant to MAP shall be placed at an appropriate salary in accordance with the provisions of Section 6.08.110 of the salary ordinance.
2. A person reemployed from a layoff list to the position held immediately prior to separation will be reemployed at the same salary within the range paid him/her prior to separation or the minimum of the salary range, whichever is greater. A person reemployed to a different position than that previously held will be reemployed at the maximum of the range for the new position or at the same salary paid said person prior to separation, whichever is less.

**Note:** Any person reduced to another job class of lower grade shall be placed at the maximum of the new range for the lower-level position or at his/her current salary, whichever is less.

**V.**

**POLICY AND RULES  
CLARIFICATION**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

## V. POLICY AND RULES CLARIFICATION

### A. Seniority Date for Purposes of Layoff

Seniority/continuous service dates and the methods used to determine them (Seniority in County service, seniority in grade or class) for purposes of employee layoffs and reductions are specifically described in the County Civil Service Rules. The term continuous service as described and used in Title VI (Salary Ordinance) of the County Code pertains to issues of pay and not employee layoffs and reductions. Consequently, no further reference will be made to the provisions of Title VI except as they pertain to the definition of "Grade" (Civil Service Rule 2.27).

1. Definition of Continuous and Seniority Service - Continuous Service Rule 2.15. The rule states that continuous service for employees on a monthly or yearly basis means employment without interruption, except for absences on approved leaves or absences to serve in the Armed Forces of the United States. Employment prior to a voluntary resignation from County service shall not be included except when the break in service is followed by appointment from a reemployment list or when the break in service is followed by reinstatement prior to September 1, 1987, the effective date of this rule. In these cases, continuous service is based on the aggregate time in County service.
  - a. Rule 2.06 Break in Service. The rule states that except for the absences noted above a break in service means any interruption in continuous service. Reinstatement or reemployment does not make the service continuous.
  - b. Rule 2.54 Seniority. The rule states that seniority and continuous service are synonymous.
2. Methods of Determining Seniority/Continuous Service Date as Result of September 1987 Civil Service Rule Change - Although, seniority and continuous service are synonymous, there are two methods of computing continuous service under the provisions of Rule 2.15 Continuous Service, due to the Rule change in September 1987. This means there are two methods of determining a person's seniority for purposes of layoff.
  - a. In the first method, continuous service is based on the employee's aggregate time in County service. An employee is credited with prior service if he/she voluntarily resigned and was reinstated prior to September 1, 1987.

- b. Under the second method there is no adjusted continuous service date/credit for prior service for employees who are reinstated after September 1, 1987, the effective date of the Civil Service rule change.
  - c. In all cases where an employee is appointed from a reemployment list the employee is credited with prior service without regard to the date of September 1, 1987.
3. Adjustment of Seniority Date for Temporary or Recurrent Service - For a monthly employee who has served in a monthly capacity (Recurrent or Temporary) in the classified service and has subsequently been upgraded to permanent status, all monthly temporary time should be counted toward the establishment of the layoff seniority date, provided there was no break in service except for absences on approved leaves or absences to serve in the Armed Forces of the United States.
4. Definition of "Grade" - "Grade" (Rule 2.27) as it pertains to classification, means one standardized salary schedule, as defined in the Salary Ordinance of the County of Los Angeles. For participants in the Management Appraisal and Performance Plan, "Grade" as it pertains to classification, means one salary range.
- a. Classes of the same grade may be combined into a single group for the purpose of layoff or reduction, meaning that seniority/continuous service is based on the aggregate time spent on any one or more classes of the same grade. Such combination of classes must be approved by the Director of Personnel.
  - b. Any two job classifications within one standardized salary schedule from each other are of the same grade as demonstrated when comparing the following three classes:

<u>Class Title</u>	<u>Salary Schedule</u>
Classification A	75L
Classification B	75A
Classification C	74B

Classification B is within one standard schedule of Class A, as is Class C, to Class B. Class A to Class C is not within the same grade.

- c. A salary range of the Management Appraisal and Performance Plan and a standardized salary schedule are of equal grade if the difference between the control point of the range and the top step of the schedule is equal to or within 2.75 percent of the range control point (higher or lower).

B. Determination of Service Credit for Purposes of Establishing Seniority/Continuous Service Date

1. Seniority/Continuous Service Date - When computing an employee's seniority/continuous service date count all continuous employment, provided there was no break in service except for absences on approved leaves or absence to serve in the Armed Forces of the United States.

**Note:** Adjust the seniority/continuous service date for employees appointed from a reemployment list by not counting the period of time out of service due to the layoff.

2. Time-in-Grade/Time-in-Class

- a. Civil Service Rule 19.03 (B) provides that layoff seniority/continuous service dates for non-MAP management and non-MAP/nonrepresented supervisory classes be computed on the basis of time-in-grade.
- b. Rule 19.03 (C) provides for time-in-class for management classes of the Sheriff's department.
- c. Rule 19.03 (D) provides for time in range for MAP participants in case of a tie affecting two or more persons with the same performance rating.

3. Time-in-Grade Seniority - To determine the seniority (Time-in-grade) of permanent employees in non-MAP management and non-MAP/nonrepresented supervisory classes count all continuous County employment, exclusive of breaks in service, e.g., full time monthly temporary and permanent service:

- a. In the current job classification throughout the employee's job history in any County department.
- b. In any higher job classification vacated due to a change in classification, voluntary reduction or reduction in lieu of layoff. Do not count service time if the higher job classification was vacated due to a reduction for cause in accordance with Rule 18.02.
- c. In any prior classification within one salary schedule below the current job classification throughout the employee's job history in any County department. Do not count any periods of time when the class was one full standardized salary schedule or more below the current job classification.

- d. In other classes that have been identified as at the same grade as the employee's current class.

Also, all time-in-grade prior to a break in service will be counted when an employee returns by means of appointment from a reemployment list, reinstatement (prior to 9/1/87) or returns from an approved leave of absence or after serving in the Armed Forces of the United States; these absences are not considered interruptions of continuous service and is time counted toward seniority.

4. Time-in-Grade Seniority After a Reclass Action - In the event that the current job classification was created through the reclass process and involved the elimination of a previous classification or the merging of two or more previous job classifications within one salary schedule for the current job classification, time-in-grade includes:

- Time spent in the current (new) job classification following the reclassification.
- Time spent in the prior classification or any previous classification within one salary schedule of the current job classification.
- All time spent in merged job classifications that were within one standardized salary schedule of the new job classification at the time of the reclassification.

**C. Order of Layoff or Reduction (19.03 and 19.06)**

The following chart indicates the original order of layoff for permanent employees in an initial action of layoff or reduction in lieu of layoff.

CLASS FROM WHICH INITIAL LAYOFF IS MADE	REPRESENTED	NONREPRESENTED
Management	N/A	Time-in-Grade or Higher/ Time-in-Class or Higher
MAP Participants	N/A	Performance Rating
Supervisory	County Layoff Seniority Date	Time-in-Grade or Higher
Nonsupervisory	County Layoff Seniority Date	County Layoff Seniority Date

**D. Further Reduction or Layoff (19.06)**

**1. Superseniority**

- a. The term "Superseniority" is generally applied when an employee is reduced in lieu of layoff to a lower level nonrepresented class, in accordance with Rule 19.06 or 19.07, and he/she shall normally not be subject to layoff or further reductions from the nonrepresented class, thereby causing layoffs only in the lower ranks.
- b. However, this protection from layoff or further reductions is not extended when the number of employees who have been or are being reduced from the higher class exceed the number of authorized positions in the lower class in the department, then the right to protection from layoff or further reduction will be afforded as follows:
  - First, employees who at any time have been or are being reduced in lieu of layoff from a higher-grade position shall have precedence over those who have been or are being reduced from a lower-grade position.
  - Second, among employees reduced in lieu of layoff from positions of the same grade, precedence shall be determined on the basis of seniority in that grade.

**2. Superseniority Lost - Superseniority is lost by an employee who:**

- a. Changes class for any reason from the class to which the employee was reduced and acquired superseniority.
- b. Transfers from one department to another even if the employee remains on the class by which he/she acquired superseniority.
- c. Receives a performance rating of "Improvement Needed" or "Unsatisfactory" between periods of layoff and prior to the next workforce reduction.

**3. Superseniority Regained - If an employee receives a follow-up performance evaluation of "Competent" or "Merit Performance" prior to the next workforce reduction the employee regains superseniority status.**

**Note: Superseniority is not offered to employees in represented classes nor to employees reduced to represented classes from nonrepresented classes.**



4. The following chart indicates the order of reduction or layoff in a second action of layoff or reduction in lieu of layoff. Reductions shall be made in the same seniority order and subject to the same restrictions as provided for under Rules 19.02 and 19.03:

CLASS TO WHICH REDUCTION HAS BEEN MADE	REPRESENTED SECOND ACTION	NONREPRESENTED SECOND ACTION
Management	N/A	Superseniority
MAP Participants	N/A	Superseniority
Supervisory	County Layoff Seniority Date	Superseniority
Nonsupervisory	County Layoff Seniority Date	Superseniority

E. **"Y" Rates**

"Y" Rates will not be given to employees reduced for budgetary reasons in lieu of layoff.

F. **Volunteering for Layoff**

Employees may not volunteer to be laid off.

G. **Reemployment List**

1. Reemployment list is a list of names of employees laid off or reduced in lieu of layoff from permanent positions, arranged in order of their right to reemployment (Rule 2.50). Under the following conditions, employee names are not placed on reemployment lists:
  - a. MAP participants with current ratings of "Needs Improvement" or "Unsatisfactory Performance."
  - b. All other employees with current ratings of "Unsatisfactory." Such employees may be subject to disciplinary action; e.g., involuntary discharge or involuntary demotion under Rule 18, and if so, they should not be laid off or reduced under Rule 19.
  - c. Employees who have refused the offer of a position which is paid less than 25% below what is paid in the position from which reduced will not be placed on a reemployment list.

- d. Employees who have not passed a probationary period for their current classification do not have the right to be placed on a reemployment list for that classification. These employees should be given restoration to their last prior lower-grade position held on a permanent basis, and if laid off or reduced they should be placed on the reemployment list for that classification.
  - e. Temporary employees released from County service as a result of a workforce reduction should not be placed on a reemployment list.
  - f. Recurrent employees released from County service as the result of a workforce reduction should not be placed on a reemployment list for permanent employees, but instead they should be placed on a recurrent reemployment register to be kept and maintained by the department.
- 2. An employee who requests a voluntary reduction in accordance with Rule 18.08 to save a less senior employee from layoff or reduction will be placed on the reemployment list provided the action is approved by the department and Director of Personnel.
  - 3. An employee's name will be reentered on the reemployment list in each instance where the employee is appointed from a reemployment list (to a permanent position of the same level as that from which the employee was laid off or reduced causing his/her name to be removed from the list), and he/she is subsequently laid off or reduced anew.
  - 4. Each time an employee's name is entered on a reemployment list it shall remain on active status for a period of one year or until he/she is appointed to a permanent position of the same level as that from which he/she was laid off or reduced.

## **VI.**

# **WORKFORCE REDUCTION GUIDELINES, METHODS AND PROCEDURES**

## VI. WORKFORCE REDUCTION GUIDELINES, METHODS AND PROCEDURES

### A. Steps to be Completed by County Departments

1. County departments are required to complete and provide to the Department of Human Resources (DHR), in accordance with established procedures in the Workforce Reduction Management Guidelines, the following relevant reports:
  - a. A "Workforce Reduction Plan" reflecting permanent employees to be laid off or reduced in lieu of layoff.
  - b. A "Seniority List" by class to include item number and title, employee name and number, seniority/continuous service date in County service, and/or in grade or in class (if applicable) and last performance rating if in MAP. List employees by class and in order of their Seniority/Continuous service date with greatest seniority first, or highest performance rating first (MAP positions).
  - c. A "Request for Exception to the Order/Layoff" for each employee the department wants exempted from layoff or reduction based on employee's special qualifications and essential skills needed for the department's operations (Rule 19.05).
  - d. Produce a "Reemployment List" with the names of employees laid off or reduced in lieu of layoff from permanent positions, arranged in order of their right to reemployment by class by entering the appropriate payroll transactions for these employees into CWTAPPS immediately after the effective date of the workforce reduction to generate both department and Countywide reemployment lists through the CWTAPPS System.
  - e. Departments are responsible for maintaining and monitoring their own departmental reemployment lists and for comparing the approved Workforce Reduction Plan with the initial CWTAPPS Reemployment List Report.
2. Departments by separate memo provides to DHR the total count of both temporary and recurrent employees released as a result of the workforce reduction by item number and title, employee number and name and date hired.

**B. Procedures for Preparing Workforce Reduction Plans and Reemployment Lists; and Affirmative Action Reports**

Workforce Reduction Plans:

1. Department prepares and provides to DHR a workforce reduction plan for those permanent employees to be laid off or reduced in lieu of layoff on the appropriate form as follows:
  - a. Use a format similar to that reflected on "Form A" to report employees on represented supervisory and represented nonsupervisory classes; also, to report employees on non-MAP/nonrepresented nonsupervisory classes. (Rule 19.03, A)
  - b. Use the "Form B" format to report employees on non-MAP/nonrepresented supervisory and management classes. (Rule 19.03, B & C)
  - c. Use the "Form C" format to report employees on MAP classes. (Rule 19.03, D)

**Note:** The above forms are self explanatory and the department should have no difficulty in their preparation (examples of these forms are attached in Section IX), blank forms are not provided; departments should layout these forms on their PC's.

**Note:** Employee layoff/reduction sequence numbers (Reemployment list guidelines in Section XI) shall be added by departments to their signed and approved workforce reduction plan, after receipt from DHR. The information contained in the plan including the sequence numbers shall be used to order the reemployment list.

2. DHR will review departments' workforce reduction plans and verify proposed layoffs and reductions are in compliance with applicable Civil Service Rules, and will return them to departments, with an approved sign off. Copies of the surplus plans will be provided to CAO Budget, CAO Employee Relations, and the Office of Affirmative Action Compliance.

**Note:** The CAO Employee Relations Division shall have primary responsibility for consulting with employee organizations concerning budget implementation plans and the scope of associated workforce reductions.

3. Department is encouraged to share with other departments any and all information pertaining to vacant positions and/or the number, classes, qualifications and skills of employees to be laid off or reduced for possible placement.

4. Department is not to implement the workforce reduction plan until authorized by the Director of Personnel and only after notification to the Board of Supervisors.
5. Department issues notification letters to the affected employees. (Sample letters are attached in Section X)

#### Request for Exception (CSR 19.05)

1. Department prepares and provides to DHR a request for exception to the order of layoff or reduction for each employee the department wants to retain despite the order of layoff or reduction provided in Rule 19.03.
2. Department must submit the written justification (Form attached in Section IX) for each such retention along with the completed Workforce Reduction Plan form; both are reviewed together.
3. DHR will review the request for exception documentation, determine the appropriateness of the request, and return back to the department (with the reduction plan) with a sign off, if approved.

#### Office of Affirmative Action Compliance (OAAC) Reports

1. Department prepares and provides Affirmative Action Impact Reports to the OAAC prior to or at the same time as providing the Workforce Reduction Plan to the Department of Human Resources.
2. Department completes Affirmative Action Impact Reports in accordance with guidelines in Section VIII.
3. Department will include a written statement explaining the reason for selecting the particular job groups and/or classes for the workforce reduction.

## **VII.**

# **REEMPLOYMENT LISTS ON CWTAPPS**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

## VII. REEMPLOYMENT LISTS ON CWTAPPS

1. Department implements the workforce reduction plan by sending the notification letters to the affected employees of their pending layoff or reduction and the effective date. The department will create the Reemployment List through CWTAPPS using the proper transaction codes and sequence numbers. Attachment, Section XI, describes the detailed process for creating the CWTAPPS reemployment list.
  - a. Develop department reemployment list immediately after the employees are laid off or reduced by entering the layoff or reduction transaction into CWTAPPS. Use transaction code "36" and appropriate sequence number for employees laid off or code "50" (with sequence number) for employee reductions in lieu of layoffs. Use of these codes will place the employee on a reemployment list for the position.
  - b. In cases where employees held status in more than one position but were reduced or laid off (through cascading), manually add them on the reemployment list through the JREM screen in CWTAPPS to those items they held status in but could not retain due to lack of seniority.
  - c. Employees who have not completed their probationary period in the class from which reduced or laid off do not go on the reemployment list for that class. Also, employees who refuse the offer of a position which is paid less than 25 percent below the position from which the employee was laid off or reduced do not go on the reemployment list. These employees must be manually deleted from the reemployment list by using the JREM screen.
  - d. MAP participants whose last performance rating was "Needs Improvement" or "Unsatisfactory Performance" do not go on the reemployment list. These employees must be manually deleted from the reemployment list by using the JREM screen.
  - e. Use code "30" for the release of temporary employees so they do not go on the reemployment list.
2. Department will enter the appropriate CWTAPPS code when employees are rehired from the reemployment list, so that the list can be monitored.
3. Department will document and notify DHR of any refusal of reemployment by an employee to the same or lower class of position, who has been laid off or reduced before the department can waive reemployment of the employee on the list and appoint another with the Director of Personnel concurrence.



Department may also waive reemployment of the employee if he/she does not respond within five business days to a written notice of a job vacancy and a request that the employee contact the department. Documentation is subject to review by DHR at anytime.

4. Department may request the Director of Personnel to make a selective certification for a particular qualification from a reemployment list, where it is shown that the duties of the position to be filled requires such qualification.

**Note:** Use the form attached in Section XI titled: Request for Selective Certification/Exception To The Order Of Recall/Reemployment.

5. Department will make no appointments from an eligible list of the same or lower class until the reemployment list is exhausted, unless otherwise approved by DHR.
6. DHR will monitor the Countywide reemployment lists to ensure:
  - a. That lists, prepared at different times and/or by different departments, are combined into a single list for each job classification. All transactions must be entered in CWTAPPS in a timely fashion.
  - b. Departments appropriately update list using CWTAPPS by adding employees who are newly laid off or reduced and deleting those employees who are appointed to permanent positions of the same level as that from which laid off or reduced using appropriate CWTAPPS payroll transaction codes, and those employees who have been on the reemployment list for a period of a year.
  - c. Department appointments to vacant positions adhere to the reemployment provisions of the Civil Service Rules.

## **ATTACHMENTS**

- VIII. Office of Affirmative Action Compliance Reports**
- IX. Sample Workforce Reduction Plan; and, Request for Exception to the Order of Layoff Sample Form**
- X. Employee Notification Sample Letters**
- XI. CWTAPPS Reemployment List Guidelines; and, Request for Selective Certification Sample Form**

## **VIII.**

# **OFFICE OF AFFIRMATIVE ACTION COMPLIANCE REPORTS**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

## VIII. OFFICE OF AFFIRMATIVE ACTION COMPLIANCE REPORTS

The Office of Affirmative Action Compliance analyzes Workforce Reduction Plans and reports back to the Board of Supervisors on the impact of such plans on minorities and women.

As part of the process in submitting workforce reduction plans, departments shall complete and provide to the Office of Affirmative Action Compliance the following reports:

- Report 1. A "Sex/Ethnic Distribution of Workforce by Occupational Category Before and After the Workforce Reduction." This report includes information on total persons in the department and in each occupational category before and after the workforce reduction broken down by sex and ethnicity.
- Report 2. A "Sex/Ethnic Distribution of Workforce by Class of Employees Laid Off." This report include total persons laid off in each affected job class broken down by sex and ethnicity.
- Report 3. A "Sex/Ethnic Distribution of Workforce by Class of Employees Reduced." This report includes total persons reduced in each affected job class broken down by sex and ethnicity.
- Report 4. A "Sex/Ethnic Distribution of Workforce by Affected Class Before and After the Workforce Reduction." This report includes information on total persons in each affected class before and after the workforce reduction broken down by sex and ethnicity.
- Report 5. A "Sex/Ethnic Distribution by Class of Temporary Employees Released." This report includes the total number of temporary employees released by class broken down by sex and ethnicity.

The Office of Affirmative Action Compliance will also need a written statement from the department explaining the reason for selecting the particular job groups and/or class for the workforce reduction.

**SEX/ETHNIC DISTRIBUTION OF WORKFORCE BY OCCUPATIONAL CATEGORY  
BEFORE AND AFTER WORKFORCE REDUCTION**

**REPORT #1**

Department: \_\_\_\_\_

CATEGORY		WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		FILIPINO		TOTAL		WOMAN	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
OVERALL	Before																
	After																
MANAGEMENT	Before																
	After																
MANAGEMENT STAFF	Before																
	After																
CLERICAL	Before																
	After																
PROFESSIONAL	Before																
	After																
PARA PROF.	Before																
	After																

**SEX/ETHNIC DISTRIBUTION BY CLASS  
OF EMPLOYEES LAID OFF**

**REPORT #2**

Department: \_\_\_\_\_

CLASS TITLE	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		FILIPINO		TOTAL		WOMAN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
TOTAL																

**SEX/ETHNIC DISTRIBUTION BY CLASS  
OF EMPLOYEES REDUCED**

**REPORT #3**

Department: \_\_\_\_\_

CLASS TITLE	WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		FILIPINO		TOTAL		WOMAN	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
TOTAL																

**SEX/ETHNIC DISTRIBUTION OF WORKFORCE BY AFFECTED CLASS  
BEFORE AND AFTER WORKFORCE REDUCTION**

**REPORT #4**

Department: \_\_\_\_\_

CATEGORY		WHITE		BLACK		HISPANIC		AMERICAN INDIAN		ASIAN		FILIPINO		TOTAL		WOMAN	
		#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
CLASS	Before																
	After																
CLASS	Before																
	After																
CLASS	Before																
	After																
CLASS	Before																
	After																
CLASS	Before																
	After																
CLASS	Before																
	After																



### SEX/ETHNIC DISTRIBUTION BY CLASS OF TEMPORARY EMPLOYEES RELEASED

## REPORT #5

Department: \_\_\_\_\_

[illegible]

## **IX.**

# **SAMPLE WORKFORCE REDUCTION PLAN; AND, REQUEST FOR EXCEPTION TO THE ORDER OF LAYOFF SAMPLE FORM**

**SURPLUS REDUCTION PLAN FOR PERMANENT EMPLOYEES  
UNDER RULE 19.03(A)**

DEPARTMENT NAME/NUMBER

DATE

<u>Employee Number</u>	<u>Employee Name</u>	<u>Sex/ Ethnic Group</u>	<u>Item No/ Class/Schedule</u>	<u>County Layoff Seniority Date</u>	<u>Action Reduction/Laid Off</u>	<u>Target Effective Date</u>
000000	John Doe	M/1	0354 Grounds Maint. Worker II (53F)	9/17/73	0352 Ground Maint. Worker I (49D)	
000000	Thomas Smith	M/3	0354 Grounds Maint. Worker II (53F)	10/20/73	0352 Grounds Maint. Worker I (49D)	
000000	Julen Joner	F/5	0354 Grounds Maint. Worker II (53F)	12/02/75	Layoff	
00000	Bill Hill	M/1	0646 Accountant I (60E)	3/15/86	Layoff	
00000	Stan Clark	F/1	0577 Accounting Clerk I (47A)	7/24/83	Layoff	

- Note: 1. Use this form to report permanent employees on represented Supervisory and represented nonsupervisory classes; also, employees on non MAP/nonrepresented nonsupervisory classes.
2. List all names by class and in order of seniority in County service (place those employees with greatest seniority first).
3. If there is a change to the target date the reemployment list will reflect the correct actual effective date.

DEPARTMENT PERSONNEL OFFICER/DATE

DHR APPROVAL/DATE

**SURPLUS REDUCTION PLAN FOR PERMANENT EMPLOYEES  
UNDER RULE 19.03(B&C)**

**FORM B**

DEPARTMENT NAME/NUMBER

DATE

<u>Employee Number</u>	<u>Employee Name</u>	<u>Sex/ Ethnic Group</u>	<u>Item No/ Class/Schedule</u>	<u>Class/ County CSD</u>	<u>Grade CSD</u>	<u>Action Reduction/Laid Off</u>	<u>Target Effective Date</u>
000000	John Doe	M/1	5824 Occupational Therapy Chief II (89L)	6/2/69	9/17/73	5823 Occupational Therapy Chief I (85L)	
000000	Thomas Smith	M/3	5824 Occupational Therapy Chief II (89L)	2/7/67	10/20/73	5823 Occupational Therapy Chief I (85L)	
000000	Julen Joner	M/5	0324 Occupational Therapy Chief II (89L)	1/15/72	12/02/75	Layoff	

- Note:
1. Use this form to report permanent employees on non-MAP/nonrepresented supervisory and management classes.
  2. List all names by class in order of seniority: Time-In-Grade or Time in class depending on category (19.03 B or C). Place those employees with greatest seniority first.
  3. Enter County service seniority date for Supervisors and Managers (Category B) for tie breaking purposes.
  4. If there is a change to the target date the reemployment list will reflect the correct actual effective date.

DEPARTMENT PERSONNEL OFFICER/DATE

DHR APPROVAL/DATE

**SURPLUS REDUCTION PLAN FOR PERMANENT EMPLOYEES  
UNDER RULE 19.03(D)**

DEPARTMENT NAME/NUMBER

DATE

<u>Employee Number</u>	<u>Employee Name</u>	<u>Sex/ Ethnic Group</u>	<u>Item No/ Class/Schedule</u>	<u>MAP Perf Rating</u>	<u>Class/ Grade CSD</u>	<u>Action Reduction/Laid Off</u>	<u>Target Effective Date</u>
000000	John Doe	M/1	0718 Program Spl. VI, A-C (R13)	E	12/2/75	0505 Finance Analyst (87G)	
000000	Thomas Smith	M/3	0718 Program Spl. VI, A-C (R13)	M	10/20/73	0505 Finance Analyst (87G)	
000000	Julen Joner	M/5	0718 Program Spl. VI, A-C (R13)	M	9/17/73	Layoff	

- Note:
1. Use this form to report MAP participant employees on MAP classes.
  2. List all names by class in order of the employees last performance rating beginning with the highest rating first as follows:  
E = Exceptional Performance, M = Merit Performance, NI = Needs Improvement, and U = Unsatisfactory Performance.
  3. List employees layoff seniority date (Time-In-Range) for tie breaking purposes.
  4. Refer to Guideline's Section IV Subsection B-7: MAP Participants - Performance Rating Transition, to convert ratings under Civil Service Rule 20.04 and 20.11 to MAP performance ratings.
  5. If there is a change to the target date the reemployment list will reflect the correct actual effective date.

DEPARTMENT PERSONNEL OFFICER/DATE

DHR APPROVAL/DATE

**REQUEST FOR EXCEPTION  
TO THE ORDER OF LAYOFF OR REDUCTION (RULE 19.05)**

To: Department of Human Resources Analyst: \_\_\_\_\_

From: Department: \_\_\_\_\_

**A. Employee Information**

Classification Item Number and Title \_\_\_\_\_

Employee Name and Number \_\_\_\_\_

Employee Seniority/Continuous Service Date \_\_\_\_\_

Sex/Ethnic Code \_\_\_\_\_ / \_\_\_\_\_

**B. Work Location**

Division/Service: \_\_\_\_\_

Description of services provided by division/service:

C. Justification for Request: Special qualifications possessed only by the employee(s) retained, important to performance of the department's work etc., and that more senior employees do not possess.

D. Name(s), Employee No(s), and Seniority Date(s) etc. of Employees Bypassed who do not possess the special qualifications.

Department Personnel Officer/Date \_\_\_\_\_

DHR Approval/Date: \_\_\_\_\_

ATTACH ADDITIONAL SHEETS AS NECESSARY

**X.**

**EMPLOYEE  
NOTIFICATION  
SAMPLE LETTERS**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

LETTER #1  
RELEASE OF TEMPORARIES/RECURRENT

Date:

Name:

Title:

Address:

Dear:

The purpose of this letter is to notify you that you will be released from your current position, effective \_\_\_\_\_. This action is in accordance with Civil Service Rule 19 and is necessary because of the Department's required budget curtailments.

Information concerning your County benefits will be available at \_\_\_\_\_ prior to the effective date; however, you may contact \_\_\_\_\_ of our Personnel Office at \_\_\_\_\_ if you have questions.

We appreciate your dedicated service to the County of Los Angeles, and regret the necessity of this action.

Sincerely,

\_\_\_\_\_  
Department Head

c:     Personnel File



LETTER #2  
LAYOFF

Date:

Name:

Title:

Address:

Dear:

The purpose of this letter is to notify you that you will be laid off from your current position effective \_\_\_\_\_. This action is in accordance with Civil Service Rule 19 and is necessary because of the Department's required budget curtailments.

Your name will be placed on a reemployment list which will be in effect for one year.

Information concerning your County benefits will be available at \_\_\_\_\_ prior to the effective date; however, you may contact \_\_\_\_\_ of our Personnel Office at \_\_\_\_\_ if you have questions.

We appreciate your dedicated service to the County of Los Angeles, and regret the necessity of this section.

Sincerely,

\_\_\_\_\_  
Department Head

c: Personnel File

**LETTER #2A**  
**LAYOFF - PROBATIONER/NO REEMPLOYMENT RIGHTS**

Date:

Name:

Title:

Address:

Dear:

The purpose of this letter is to notify you that you will be laid off from your current position at the end of your regular shift which begins on \_\_\_\_\_. This action is in accordance with Civil Service Rule 19 and is necessary because of the Department's required budget curtailments.

Your name will not be placed on a reemployment list because, as a probationer, you do not have permanent status in your current classification. This is in accordance with Civil Service Rule 19.08.

You may contact \_\_\_\_\_ of our Personnel Office at \_\_\_\_\_ if you have questions.

We appreciate your dedicated service to the County of Los Angeles and regret the necessity of this action.

Sincerely,

\_\_\_\_\_  
Department Head

c:     Personnel File

**LETTER #3  
REDUCTION (19.06)  
LESS THAN 25%**

Date:

Name:

Title:

Address:

Dear:

This is to notify you that you will be laid off from your current position effective \_\_\_\_\_. In lieu of being laid off from County service, you are offered reduction from your current position to the position of \_\_\_\_\_ effective \_\_\_\_\_. This is in accordance with Civil Service Rule 19 and is necessary because of the Department's required budget curtailments.

If you refuse to accept this position, in accordance with Civil Service Rule 19.08, your name will not be placed on reemployment list.

If you held a lower level permanent position, Civil Service Rule 19.07 entitles you to a restoration to your last prior lower-level permanent position held in this department. Please respond in writing immediately or within \_\_\_\_\_ business days, to \_\_\_\_\_ at \_\_\_\_\_ requesting restoration.

If you accept reduction or request restoration in accordance with Civil Service Rule 19.08, your name will be placed on a reemployment list which will be in effect for one year.

Information concerning your County benefits will be available at \_\_\_\_\_ prior to the effective date; however, you may contact \_\_\_\_\_ of our Personnel Office at \_\_\_\_\_ if you have any questions.

We appreciate your dedicated service to the County of Los Angeles, and regret the necessity of this action.

Sincerely,

\_\_\_\_\_  
Department Head

c:     Personnel File

**LETTER #4  
REDUCTION (19.06)  
MORE THAN 25%**

Date:

Name:

Title:

Address:

Dear:

This is to notify you that you will be laid off from your current position effective \_\_\_\_\_. In lieu of being laid off from County service, you are offered reduction from your current position to the position of \_\_\_\_\_ effective \_\_\_\_\_. This is in accordance with Civil Service Rule 19 and is necessary because of the Department's required budget curtailments.

Since this reduction represents a salary decrease greater than 25% of your current salary, you may wish to accept layoff rather than reduction. In accordance with Civil Service Rule 19.08 your name will be placed on a reemployment list which will be in effect for one year.

If you held a lower grade permanent position, Civil Service Rule 19.07 entitles you to restoration to your last prior lower grade position held in this department. Please respond in writing immediately or within \_\_\_ business days to \_\_\_\_\_ at \_\_\_\_\_ requesting restoration.

Information concerning your County benefits will be available at \_\_\_\_\_ prior to the effective date; however, you may contact \_\_\_\_\_ of our Personnel Office at \_\_\_\_\_ if you have any questions.

We appreciate your dedicated service to the County of Los Angeles, and regret the necessity of this action.

Sincerely,

\_\_\_\_\_  
Department Head

c:     Personnel File

**LETTER #5  
REDUCTION (19.07)**

Date:

Name:

Title:

Address:

Dear:

This is to notify you that you will be laid off from current position effective \_\_\_\_\_. In lieu of being laid off from County service, you are offered reduction from your current position to the position of \_\_\_\_\_ effective \_\_\_\_\_. This is in accordance with Civil Service Rule 19 and is necessary because of the Department's required budget curtailments.

Civil Service Rule 19.07 entitles you to restoration to your last prior lower-grade permanent position. Our records indicate that \_\_\_\_\_ is your last prior lower-grade position held in this Department.

If you refuse to accept this position, in accordance with Civil Service Rule 19.08 your name will not be placed on a reemployment list.

If you accept reduction to your last prior lower grade position, in accordance with Civil Service Rule 19.08, your name will be placed on a reemployment list which will be in effect for one year.

Information concerning your County benefits will be available at \_\_\_\_\_ prior to the effective date; however, you may contact \_\_\_\_\_ of our Personnel Office at \_\_\_\_\_ if you have any questions.

We appreciate your dedicated service to the County of Los Angeles, we regret the necessity of this action.

Sincerely,

\_\_\_\_\_  
Department Head

c: Personnel File

**XI.**

**CWTAPPS  
REEMPLOYMENT LIST  
GUIDELINES; AND,  
REQUEST FOR SELECTIVE  
CERTIFICATION SAMPLE  
FORM**

**WORKFORCE REDUCTION MANAGEMENT GUIDELINES**

## **CWTAPPS REEMPLOYMENT LIST GUIDELINES**

### **PURPOSE**

The purpose of this guideline is to describe the procedures to be followed in creating on-line, real-time Reemployment Lists through CWTAPPS, the requirements for their use, and instructions on how to read the hard copy of the Department and Countywide Reemployment Lists (Attachment I).

### **PROCEDURES FOR CREATING THE REEMPLOYMENT LIST**

Implementation of Workforce Reduction Plans result in both layoffs and reductions. In this report, the term "layoff" also includes "reduction".

### **SEQUENCE AND CYCLE NUMBERS**

Working from the approved Workforce Reduction Plan and notification letters sent to the employees impacted, this transaction creates the Reemployment List. Before making the appropriate CWTAPPS entry, assign a Sequence Number to those permanent employees laid-off within a class to accurately order the reemployment list for your department, utilizing your approved Workforce Reduction Plan form. Departments can select the sequence number, but must ensure that the lowest number is assigned to the employee with the least seniority (or lowest performance rating and least time-in-range for the Management Appraisal and Performance (MAP) plan participant) and the highest number is assigned to the employee with the highest seniority (or highest performance rating and most senior time-in-range for a MAP plan participant) within the class. Numbers should not be used consecutively, but should have sufficient increments left between them in which to manually insert names at a later date, i.e., 5, 10, 20, 25. (See Employee Record in CWTAPPS below for an example where an employee has to be manually entered on a Reemployment List).

The Cycle Number is the effective date of the workforce reduction action and is established automatically by CWTAPPS when a layoff transaction is processed. The Departmental Reemployment List is initially sorted by Cycle Number. The Cycle Number is in year-month-day order (i.e., 951016). Cycles are sorted in descending order (i.e., 951031, 951016, 950801). Within a Cycle, position are sorted by sequence number with the highest (most senior) first.

When a department experiences a series of workforce reductions, the latest action to occur will have the highest cycle number. In instances where the employee work action effective dates vary, causing a different cycle number, the Cycle Number should be manually changed to reflect the same cycle number as all employees impacted and listed on the workforce reduction plan. Although, there may be different employee effective dates during the same workforce reduction action, they are to have the same cycle number. Different employee effective dates entered into CWTAPPS will trigger different cycle numbers in error.

## **REASON CODES**

When entering workforce reduction personnel transaction for permanent employees into CWTAPPS use the appropriate CWTAPPS Reason Codes as follows:

Layoff	—	Reason Code 36
Reduction	—	Reason Code 50

When either of these codes are used, the CWTAPPS screen will require entry of the sequence number before the transaction can be completed.

As temporary employees are not included on the Reemployment List, the above reason codes do not apply to the release of temporary or recurrent employees. The departments should continue to use the appropriate CWTAPPS codes when releasing temporary and recurrent employees as follows:

Release temporary	—	Reason Code 30
Release recurrent	—	Reason Code 35



## EMPLOYEE RECORDS IN CWTAPPS

When a layoff transaction is completed, the system will update the employee's records in CWTAPPS to show the final disposition of layoff, or the position to which the employee is reduced.

Within the same cycle, if an employee is reduced more than once as a result of cascading, using the JREM screen, you must manually enter the employee's name, cycle number and sequence number on the Reemployment List for each intervening item the employee was reduced from. This is demonstrated as follows:

Intermediate Supervising Clerk	—	Original position held
Supervising Clerk	—	1st reduction
Intermediate Clerk	—	2nd and final reduction

```
TN3270 - Mainframe to host 159.83.73.68
Session Edit Commands Settings Help
JREM COUNTY WIDE TIMEKEEPING AND PAYROLL PERSONNEL SYSTEM 02/01/96
P JONES REEMPLOYMENT LIST UPDATE 14:45:44

EMPLOYEE NO> 000000 ACTION CODE> I (I,A,U)
PROC CNTR: 10000 PATRICIA H SMITH

RSN TYP> r * ST> a * SEQ NO> 10 CYCLE> 960202 SOURCE:JJ08

DEPT ITEM DESCRIPTION SUB EFFECT DT ENTRY DT
---
REEMPL ITEM 100 1176 INT SUPVC CLK A 02/02/96

REDUCED TO-> 100 1138 INT CLERK A
RESTORED TO>
CURRENT JOB: 100 1138 INT CLERK A

SCREEN ENTRY DATE: 02/01/96 USERID: E000000
RSN/ST (*) ENTRY DATE: 02/01/96 USERID: E000000

JUMP>
Enter-PF1---PF2---PF3---PF4---PF5---PF6---PF7---PF8---PF9---PF10---PF11---PF12---
HELP TBLs RTRN CNCL PGUP PGDN JREQ JINQ
5999I DATA SUCCESSFULLY PROCESSED
```

Illustration A. Reflects the results of completing a payroll transaction reducing this employee (using Reason Code 50) from Intermediate Supervising Clerk to the final reduction of Intermediate Clerk. Under the field for Reemployment Item, Intermediate Supervising Clerk, the original item held, is listed. Item Reduced To and Current Job fields both reflect the employee's present status on the Intermediate Clerk position.

TN3270 - Mainframe to host 159.83.73.68			
Session	Edt	Commands	Settings Help
JREM	COUNTY WIDE TIMEKEEPING AND PAYROLL PERSONNEL SYSTEM	02/05/96	
P JONES	REEMPLOYMENT LIST UPDATE	08:49:17	
EMPLOYEE NO>	000000	ACTION CODE>	A (I,A,U)
PROC CNTR:	10000 PATRICIA	H SMITH	
RSN TYP>	r * ST>	a * SEQ NO>	21 CYCLE>
			960202
			SOURCE: JREM
	DEPT ITEM	DESCRIPTION	SUB EFFECT DT ENTRY DT
REEMPL ITEM>	100 1174	SUPERVISING CLK	A 02/02/96
REDUCED TO->	100 1138	INT CLERK	A
RESTORED TO>			
CURRENT JOB:	100 1138	INT CLERK	A
SCREEN ENTRY DATE: 02/05/96 USERID: E000000			
RSN/ST (*) ENTRY DATE: 02/05/96 USERID: E000000			
JUMP>			
Enter-PF1---PF2---PF3---PF4---PF5---PF6---PF7---PF8---PF9---PF10---PF11---PF12---			
HELP TBLs RTRN CNCL PGUP PGDN JREQ JINQ			
5999I DATA SUCCESSFULLY PROCESSED			

Illustration B. Reflects update of the employee record to manually place the employee on the reemployment list for Supervising Clerk since the employee also held status and was reduced from this class in the layoff cascade process. A second record for the employee is created and under the field for Reemployment Item, Supervising Clerk is entered. Item Reduced To and Current Job fields continue to reflect the employee's present status on the Intermediate Clerk position.

In the above illustrations the CWTAPPS personnel transaction for this employee reduced them from Intermediate Supervising Clerk (ISC) to Intermediate Clerk (IC), automatically placing the employee on the ISC Reemployment List. Since the employee also held status (passed probation in the class) and was reduced from Supervising Clerk in the cascade, you must use the JREM screen to manually enter the employee's name, cycle number and sequence number on the Supervising Clerk Reemployment List. Again, cycle number is the date of the layoff action, sequence number is assigned based on layoff seniority date for that class, and will insert employee on the list in proper rehire order.

## **REASONS TO EXCLUDE AN EMPLOYEE NAME FROM THE REEMPLOYMENT LIST**

Permanent employees should not be included on the Reemployment List for the position from which they were laid-off if they:

- a. Have not completed the probationary period in the class;
- b. Refused reduction to a position which results in less than a 25% salary reduction; or
- c. Had "unsatisfactory" or "improvement needed" performance rating if a MAP participant; or, in the case of all other employees a performance rating of "unsatisfactory."

Because CWTAPPS automatically places permanent employees on the Reemployment List when Reasons Codes 36 or 50 are used, departments must use the JREM screen to manually change the employee's status from "A" (active) to "D" (delete), which will remove the employee from the reemployment list.

As noted above, temporary employees are not included on the Reemployment List.

## **ACCESS TO REEMPLOYMENT LIST IN CWTAPPS**

Departments can access the Department and Countywide Reemployment List in CWTAPPS by using the JREQ screens. These on-line lists contain the most current reemployment status of each employee.

A department must use the Reemployment List to hire in the same classification where a reemployment list exists. If a Reemployment List does not exist, an appropriate, similar classification's list should be considered. If you need clarification as to which Reemployment Lists to use, contact the Department of Human Resources.

To access your Department Reemployment List enter the item number and the department number (or "DHS" for the Department of Health Services). The system generates a Countywide Reemployment List for the class unless the Department number is included on JREQ. This is true even if all positions on a list are from a single department. Names on Countywide and Department Reemployment Lists may not sort in the identical order, therefore, it is essential that departments enter their department number when accessing their departmental reemployment lists.

All departments will be notified of all new layoff actions within the County by the Department of Human Resources, and may receive an updated County Reemployment List after any new Workforce Reduction actions are implemented by : (1) writing a Focus Report, (2) accessing the on-line Reemployment List, or (3) contacting the Department of Human Resources.

## **REEMPLOYMENT LIST PROCESSING CODES FOR REHIRES**

Codes used to rehire or restore an employee from a Reemployment List following a workforce reduction are:

Rehire - Reemployment	—	Code 12	Reemployed on full-time permanent or monthly basis
Restoration	—	Code 48	Restored to prior permanent position
Restoration to Lower Level	—	Code 51	Restored to any lower-level position
Rehire	—	Code 9	Rehired to a daily or hourly position

If you are not sure which code to use, contact the Department of Human Resources.

## **NAMES DROPPED FROM THE REEMPLOYMENT LIST**

When an employee is reemployed to permanent status in the same, equal level, or higher level class from when they were laid-off, the department hiring the employee removes the employee from the Reemployment List. This is accomplished at the time the employee is either hired (JHIR screen) or appointed to a new position (JJOB screen). The system displays all reemployment lists on which the employee's name appears on a "pop-up" window. The department must enter either a "Y" (yes - delete name from the particular list) or "N" (no - do not delete name from that particular list). The system will not complete the transaction unless there is a "Y" or "N" next to each list with the employee's name.

In the example under Employee Records in CWTAPPS above, if an employee is rehired to a permanent Supervising Clerk item, the department removes the employee from the Supervising Clerk Reemployment List indicating "Y" on the "pop-up" window and keeps the employee on the list of any higher level item from which the person was reduced, indicating "N" on the "pop-up" window next to each higher level title. When the employee has been reemployed from the list, the item to which they were reemployed and the department hiring them appears on the Reemployment List. In this example the person remains in active status ("A") on the Intermediate Supervising Clerk list but is in inactive status ("I") on the Supervising Clerk list. The employee's status would remain active if the appointment were to a temporary Intermediate Supervising Clerk item.

Employees who have not been reemployed after one year from their layoff date, the system will automatically changed their status from "A" to "E" (expired).

## **VALIDATING AND MONITORING THE REEMPLOYMENT LIST**

Whenever a department implements workforce reductions, the department's Personnel Officer is responsible for comparing the approved Workforce Reduction Plan with the initial CWTAPPS Reemployment List Report. The Personnel Officer must also ensure that all final workforce reduction transactions have been entered accurately and that employees are listed in the proper sequence order to ensure that the most senior person is listed first, and that employees are on all lists that they are entitled to be on.

The Department of Human Resources will work with departments to ensure that all data listed on the Reemployment List accurately reflect the approved Workforce Reduction Plans. The analysts will also monitor reemployment activity by department.

## **CORRECTIONS**

Any corrections to the data on the list can be made by using the CWTAPPS JREM screen.

The format used for the on-line of the JREQ screen is slightly different than that used for the hard copy.

04/06/97 22 20 50  
CWIAPPS

DEPARTMENTAL REEMPLOYMENT LIST REPORT  
BY DEPARTMENT/ITEM/CYCLE/SEQUENCE NUMBER

PAGE 40  
REPORT ID: TPBSREM2.2  
CUTOFF DT: 01/01/98  
RSN: RL ST: AI

DEPARTMENT: DHS HEALTH SERVICES DIVISION

ITEM: 5501 PHARMACY HELPER

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	
CYCLE	SN	EMPH	LAST NAME	RSN	EFFECT	REDUCED TO	RESTORED TO	ENT DT	CURRENT	USER	LAST
				ST	SB	DATE	OPT	ITEM	SB	OPT	ITEM
961009	24700	403048	HACA	I	I	A 10/09/96					
961009	246	430985	CHAYTON	L	A	A 10/09/96					
							240	5501	A	02/16/97	02/18/97
										240	5501
										225	1130

TOTAL FOR THE ITEM 5501:

2

- (1) CYCLE NUMBER = issued by system and coincides with lay-off date to order departmental layoff by phase.
- (2) SEQUENCE NUMBER = issued by department to order reemployment list.
- (3) EMPLOYEE NUMBER
- (4) LAST NAME OF EMPLOYEE
- (5) RSN TYPE = "R" indicates employee was reduced, "L" indicates laid off.
- (6) ST = Layoff status. "A" indicates the employee is active on the list, "I" indicates inactive, "E" indicates expired from list, and "D" indicates deleted from the list.
- (7) SB = item sub-letter
- (8) EFFECTIVE DATE OF LAYOFF OR REDUCTION
- (9) REDUCED TO = department number, item number and sub-letter reduced to.
- (10) RESTORED TO = department number, item number and sub-letter restored to with effective date and transaction entry date.
- (11) CURRENT = This column indicates the item employee currently holds by department, item number and item sub-letter.

ATTACHMENT 1

03/23/97 22:19:58  
CWIAPPS

EMPLOYMENT LIST REPORT  
BY ITEM

PAGE 13

REPORT ID: TPBSREM1.3  
CUTOFF DT: 01/01/98  
RSN: RL ST: AI

ITEM: 2341 PROCUREMENT ASSISTANT I

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	
DPT	DESCRIPTION	EMPNO	LAST NAME	FIRST NAME	ASN	TYP	ST	SB	DATE	REDUCED TO- DPT ITEM SB	RESTORED TO- DPT ITEM SB EFF DT ENT DT	CURRENT-- DPT ITM SB
DHS HEALTH SERVICE	199107 HALL			LARRAINE	R	I	A		10/09/98	160 1140 A	130 2344 A 11/01/98 11/08/98	130 2344 A
DHS HEALTH SERVICE	214967 LOGAN			DEBRA	R	A	A		10/09/98	130 2218 A		130 2218 A
DHS HEALTH SERVICE	230931 MC CANN			CHARLENE	R*	A*	A		10/09/98	240 2343 A		240 2343 A

TOTAL FOR THE ITEM 2344:

3

ATTACHMENT 1 (CONTINUED)

- (1) DEPARTMENT NUMBER
- (2) DESCRIPTION = Department name
- (3) EMPLOYEE NUMBER
- (4) LAST NAME OF EMPLOYEE
- (5) FIRST NAME OF EMPLOYEE
- (6) RSN TYPE = "R" Indicates employee was reduced, "L" Indicates laid off.
- (7) ST = Layoff status. "A" Indicates the employee is active on the list. "I" Indicates inactive. "E" Indicates expired from list, and "D" indicates deleted from the list.
- (8) SB = item sub-letter
- (9) EFFECTIVE DATE OF LAYOFF OR REDUCTION
- (10) REDUCED TO = department number, item number and sub-letter reduced to
- (11) RESTORED TO = department number, item number and sub-letter restored to with effective date and transaction entry date
- (12) CURRENT = This column indicates the item employee currently holds by department, item number and item sub-letter

**REEMPLOYMENT LIST  
REQUEST FOR SELECTIVE CERTIFICATION/EXCEPTION  
TO THE ORDER OF RECALL/REEMPLOYMENT (RULE 19.08B)**

To: Department of Human Resources Analyst: \_\_\_\_\_

From: Department \_\_\_\_\_

A. The reason for requesting an exception to the order of appointment from the reemployment list is because the duties of the position to be filled require the selective certification of special qualifications which the more senior employees do not possess.

B. Employee Information

Employee Name and number \_\_\_\_\_

Current Class Item Number and Title \_\_\_\_\_

Class Item Number and Title of Vacant position \_\_\_\_\_

\_\_\_\_\_  
Appoint employee from Reemployment List \_\_, Promotional List \_\_ or New Hire List \_\_.

C. Work Location

Division/Service: \_\_\_\_\_

Description of services provided by division/service: \_\_\_\_\_

D. Justification for Request: Describe the special qualifications possessed only by the above employee. To clear the list provide the employee names and numbers of the more senior employees, who do not possess the special qualifications; also, the names and numbers of the more senior employees who possess the special qualifications were contacted and refused the position, and the date.

Department Personnel Officer/Date: \_\_\_\_\_

DHR Approval/Date: \_\_\_\_\_

**ATTACHED ADDITIONAL SHEETS AS NECESSARY**